

# **Consultative Group on International Agricultural Research**

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## **Summary Record of Proceedings**



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(A CGIAR System Office Unit)  
The World Bank  
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## Acronyms Used

AB	Alliance Board
AE	Alliance Executive
AGM	Annual General Meeting
BOT	Board of Trustees
CGIAR	Consultative Group on International Agricultural Research
CIAT	Centro Internacional de Agricultura Tropical
CIMMYT	Centro Internacional de Mejoramiento de Maiz y Trigo
CIP	Centro Internacional de la Papa
CSO	Civil Society Organisation
CP	CGIAR Challenge Program
CPER	Challenge Program External Review
CWANA	Central and West Asia and North Africa
DG	Director General
DGF	World Bank Development Grant Facility
EC	European Commission
EIARD	European Initiative for Agricultural Research for Development
EPMR	External Program and Management Review
ESA	East and Southern Africa
ExCo	CGIAR Executive Council
FAO	Food and Agriculture Organization of the United Nations
FORAGRO	Foro de las Américas para la Investigación y Desarrollo Tecnológico Agropecuario
GFAR	Global Forum for Agricultural Research
GRPC	Genetic Resources Policy Committee
HR	Human Resources
IAASTD	International Assessment of Agricultural Science and Technology for Development
ICARDA	International Center for Agricultural Research in the Dry Areas
ICRAF	World Agroforestry Center
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
IDRC	International Development Research Centre
IFAD	International Fund for Agricultural Development
ILRI	International Livestock Research Institute
IMD	International Institute for Management Development
INIA	National Institute for Agricultural and Food Research and Technology of the Spanish Ministry of Education and Science

IP	Intellectual Property
IPG	International Public Good
IRRI	International Rice Research Institute
IWMI	International Water Management Institute
M&E	Monitoring and Evaluation
MTP	Medium-Term Plan
NARS	National Agricultural Research System
NGO	Non-Governmental Organizations
NGOC	CGIAR Non-Governmental Organizations Committee
OECD/DAC	Organization for Economic Cooperation and Development/Development Assistance Committee
PM	Performance Measurement
PRGA	Systemwide Program on Participatory Research and Gender Analysis
PSC	Private Sector Committee
SC	Science Council
SDC	Swiss Agency for Development and Cooperation
SKEP	Scientific and Knowledge Exchange Program
SP	System Priorities of the CGIAR
SPIA	Science Council Standing Panel on Impact Assessment
SPMS	Science Council Standing Panel on Mobilizing Science
SPPS	Science Council Standing Panel on Priorities and Strategies
SSA	Sub-Saharan Africa
TOR	Terms of Reference
SWEP	Systemwide and Ecoregional Program
WCA	West and Central Africa

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## ExCo 12 Conclusions and Recommendations

### 2.a. Report from Director

#### *Conclusion:*

- *ExCo thanked F. Douglas and the CGIAR Secretariat for the report and for her leadership during the interim period before the new CGIAR Director assumes his post.*
- *Disclosure policies should be posted to the Members' Only page of the CGIAR website, as a first step in the right direction, but a discussion on a broader disclosure should follow.*
- *Discussion on the CSO work plan and CSO participation at AGM08 should continue.*

### 2.c. Financial Matters

#### *Conclusion:*

- *Red flags in the 2006 financial indicators due to the non-delivery of EC funding should be identified in the financial report;*
- *Indirect cost recovery on restricted projects should continue to be closely monitored;*
- *There would be value in exploring collective action methods to address financial issues at individual Centers, for which robust risk management processes are needed.*
- *As in the past, the CGIAR Chair was asked to write to Board Chairs of those Centers with red-flagged and "deep green flags indicators requesting them to provide a plan of action to address the identified situation.*

### 3.a. Report from Science Council

#### *Conclusion:*

- *K. Sierra thanked the SC Chair for his report and ExCo members for their comments.*
- *Clarity on further next steps on Framework Plans was required.*
- *The external report of the PRGA along with the SC commentary and recommendations would be shared with ExCo for ExCo's comments.*
- *SC was requested to include in its future reports a report card/status report showing progress in the implementation of the different components of the SC's work as compared with the approved work program.*
- *SC was requested to submit a comprehensive paper describing in detail the proposed structural changes in the SC for discussion/endorsement at ExCo 13 and approval of the CGIAR. The proposal should also address how SC proposes to engage with a broader range of stakeholders.*
- *There is need for an assessment mechanism on mobilizing science, perhaps through development of suitable performance indicators.*

### **3.b. Challenge Program Concept Notes**

#### ***Conclusion and ExCo Recommendations to the CGIAR:***

- *ExCo recommends to advance the following concept notes to the pre-proposal stage:*
  1. *Climate change, agriculture and food security;*
  2. *High-value crops – fruits and vegetables; and*
  3. *Combating desertification (dryland degradation)*
- *The development of pre-proposals should be in accordance with the CGIAR-approved process and guidelines, i.e. an open and competitive process, and not limited to the original proponents of the ideas. The call for ideas should be communicated to a wider audience.*
- *The pre-proposals should clearly describe the range of partnerships and potential for additional funding.*
- *Lessons learned from the external evaluation of existing CPs should be considered in the development and selection of pre-proposals and proposals for Cycle 2 CPs.*
- *The time originally prescribed for pre-proposal preparation will be extended by 3 weeks, while the time taken by the SC in assessing pre-proposals will be reduced from 4 weeks to 3 weeks. The timeline will be clearly indicated in the call for pre-proposals.*
- *The Alliance was asked to be open to expressions of interest coming from a range of external partners and not build any obstacles in partnering with external players, and being open to the possibility of having non-CGIAR centers leading CP proposals.*

### **4. Alignment in the CGIAR**

#### *ExCo ad hoc Committee on Funding System Priorities*

#### ***Conclusion:***

- *Considering the fact that there was no opportunity for constituencies of ExCo to discuss this important proposal before the meeting, members were requested to send more detailed written comments on the proposal to the ad hoc committee, with a copy to the CGIAR Secretariat.*
- *The final report, incorporating comments from members, should be submitted in time for discussion at ExCo 13.*
- *Members should discuss with their constituencies which CGIAR Members would be willing to join a group that would jointly agree on System Priority-based allocation funding, and inform the ad hoc committee.*
- *The ad hoc committee would also take into account implications on transaction costs of instituting the proposed mechanism.*

## *Follow-up to Alignment Forum*

### ***Conclusion and ExCo Recommendations to the CGIAR:***

- *ExCo agreed in principle to the following next steps:*
  - *CGIAR would initiate a facilitated change management process.*
  - *As a first step, set up a small scoping team.*
  - *Composition of scoping team:*
    - *2 ExCo members, 1 Alliance representative, 1 SC representative, 1 partner representative; supported by CGIAR Secretariat*
  - *An external professional facilitator would support the scoping team to design an inclusive and extensive process to ensure high level of engagement and political commitment.*
  - *Possible first meeting of the scoping team: September 2007*
- *The scoping team would submit a proposal to ExCo for discussion on next steps in the Alignment process, drawing on input from the Alignment Forum and other components of the System.*
- *The decision on the need for a high level meeting could be taken subsequently.*
- *The CGIAR Secretariat was requested to develop terms of reference for the scoping team and submit to ExCo for approval. ExCo members were requested to send their suggestions if any, regarding composition of the scoping team to the CGIAR Secretariat, for which special emphasis would be placed on maintaining balance.*

## **5. Report from the Alliance of CGIAR Centers**

### ***Conclusion:***

- *A think piece from GRPC on policy guidelines on income derived from intellectual property should be circulated by end of July, after obtaining appropriate expert legal advice, and inputs from the SC and CGIAR Secretariat.*
- *The Alliance was requested to share a report on their meetings with FAO with ExCo.*
- *ExCo requested that future reports from the Alliance should be accompanied by a written report.*

## **6. Managing Risk in the CGIAR**

### ***Conclusion:***

- *ExCo thanked the CGIAR Secretariat for the report and welcomed the focus on a comprehensive approach to risk management.*
- *ExCo requested the Alliance and the CGIAR Secretariat to continue working on risk management and requested more analysis and modeling be done to clarify details, including on full cost recovery, for further consideration by ExCo.*
- *As follow-up to AGM06, further work on benchmarking of reserves is needed, and should be done in collaboration with the ExCo ad hoc Committee on Funding System Priorities.*

## **Follow-up to ICRAF EPMR (Closed Session)**

### ***Conclusion:***

- *ExCo welcomed the close attention the ICRAFT BOT is paying to issues arising from the EPMR and affirmed its continuing interest in this matter. ExCo requested a progress report from the Board Chair for ExCo 13.*

## **7.a. ILRI EPMR**

### ***Conclusion and ExCo Recommendation to the CGIAR:***

- *ExCo commended ILRI for a positive EPMR, and recommended that the CGIAR endorse the ILRI EPMR recommendations.*
- *In order to institutionalize knowledge sharing among Centers, ExCo suggested that the Alliance explore ways in which Centers with positive EPMRs share their experiences/practices with other Centers.*

## **7.b. IWMI EPMR**

### ***Conclusion and ExCo Recommendation to the CGIAR:***

- *ExCo recommended that the CGIAR endorse the IWMI EPMR recommendations.*
- *ExCo commended the well constructed and balanced review of IWMI.*
- *The Center could do better in some areas, e.g. stronger publication record as evidence of scientific capacity and quality of research. The recommendation on urban agriculture did not receive strong endorsement.*
- *ExCo recommended that EPMR discussions at future ExCo meetings include participation (in person or virtually) of the Center DG and/or Board Chair.*

## **7.c. CGIAR External Review**

### ***Conclusion:***

- *ExCo endorsed the broad scope, structure and process for conducting an external review of the CGIAR.*
- *ExCo recognized the requirements of the World Bank Development Grant Facility to have an external review of the CGIAR completed by early 2008, and an interim report available by December 2007, which is a critical input into the next DGF application in January 2008.*
- *ExCo agrees that the external review should serve both World Bank requirements and needs of CGIAR Members, and as such ought to be owned by the full Membership, and consequently discussed by the CGIAR.*
- *ExCo agrees that the meta review (Phase 2) on effectiveness of research be done first, by the end of 2007, while Phase 1 (efficacy of partnership) be done later in 2008.*
- *ExCo will establish an ExCo ad hoc advisory group to guide finalization of the TORs for the external review and panel composition. The group should be*

*composed of 1 Alliance representative, 2 CGIAR Members, and 1 SC/SPIA member.*

- *The CGIAR Chair will consult with the World Bank DGF Council on the specific requirements for the interim report to be submitted to the DGF Council in January 2008, and discuss options for refining the TORs (including the timeline) with the ExCo advisory group.*

## **8.b. Planning**

### ***Conclusion:***

- *ExCo accepted and thanked Italy for offering to host ExCo 13.*
- *All efforts will be made to hold ExCo 13 on October 16-17, 2007.*
- *Documents for discussion in face-to-face ExCo meetings will be made available three weeks in advance of meetings. All efforts should be made to shorten the length of documents. All who provide documents for circulation to ExCo (including SC, Alliance, ExCo ad hoc Committee, etc.) would ensure documents reach the CGIAR Secretariat in time to ensure ExCo members receive documentation three weeks in advance.*
- *The issues of ExCo's size and composition could be discussed in conjunction with the change management process.*
- *Enhancing voice from the South in the CGIAR should remain a focus of ExCo discussion.*

## **1. Opening Session**

CGIAR Chair Kathy Sierra welcomed ExCo members to ExCo 12 and thanked INIA, the National Institute for Agricultural and Food Research and Technology of the Spanish Ministry of Education and Science for its gracious hospitality and support in hosting the meeting. (Meeting participants are listed in Attachment 1.)

### *Welcome by Host Country*

Secretary of State Miguel Angel Quintanilla welcomed ExCo to INIA and highlighted the importance of the Spain-CGIAR relationship and the role of agricultural research in Spain. He also noted that Spain will increase its contribution to the CGIAR. Joining him in welcoming ExCo were Juan José Granado, General Secretary of the Ministry of Agriculture, Fisheries and Food; Javier Martínez Vassallo, Director General of INIA; and Luis Delgado, Deputy Director General of International Organizations and Programs of the Ministry of Education and Science.

### *Election of Meeting Co-Chair*

Alexander Müller (FAO) was nominated and elected Co-chair of the meeting.

### *Adoption of the Agenda*

The agenda was adopted with two modifications: 1) the discussion on Pooling of Reserves/Managing Risk under Item 5 (Report from the Alliance of CGIAR Centers) was combined with Item 6 (Managing Risk in the CGIAR), and 2) a closed session to discuss Follow-up to ICRAF EPMR was added following Item 6. Discussion of Item 8.a. (ExCo Size and Composition) was delayed during the meeting due to discussion on previous items that could necessitate changes to the document for this item. It will be discussed at a later date. Some members, recognizing the tight agenda, welcomed the opportunity to discuss next steps on the CSO work plan during the Director's update (see Attachment 2).

Attending his first ExCo meeting as Alliance Executive Chair, Emile Frison reported that the Alliance of CGIAR Centers, in its last meeting, unanimously concluded that an open and constructive relationship among the Alliance and all other parts of the System was a top priority for the Alliance. The Alliance is ready to engage into such a dialogue for the next phase of the reform process.

## **2. CGIAR Status Report**

### **2.a. Report from Director**

Acting CGIAR Director Fionna Douglas updated ExCo on developments in the CGIAR since AGM06. She announced that incoming CGIAR Director Ren Wang was expected

to join on July 23 this year, and thanked members for their support in the selection process.

*Finance:* F. Douglas reported on 2007 funding increases from Canada, and others expected from China, Japan, and the United Kingdom. In addition, the European Commission has announced that it has increased its 2007 funding to €45 million, to compensate for the 2006 funding shortfall. A slight decrease in funding from Norway is expected in 2007, while the funding level from USA is unclear at this time. Overall, five Centers ended 2006 with a surplus and the System deficit of \$10 million was financed from Center reserves. She also noted that CIAT Board has been working closely with the CGIAR Secretariat toward a sustainable solution to its financial difficulties.

*Membership:* Portugal is re-engaged in the CGIAR and Hungary is moving closer to joining the CGIAR and has made a financial contribution this year. Jorge Braga de Macedo (Portugal) commented that Portugal is fully re-engaged in the CGIAR and has joined the World Bank Multi-Donor Trust Fund. He also noted that Portugal will be taking over the presidency of the European Union soon. He thanked the CGIAR Secretariat and Science Council for its support.

*Strengthening Governance/Leadership:* The third CGIAR Senior Leadership Program will be held at the International Institute for Management Development (IMD) in Lausanne, Switzerland, July 2-6, 2007. The program is being co-financed by the Swiss Agency for Development and Cooperation (SDC) and the CGIAR Secretariat, and the course is well subscribed. Thanks to the support of SDC, 15 NARS leaders are being sponsored to attend. She noted that the revised CGIAR Board Guidelines were recently approved by the CGIAR and have been posted to the CGIAR website and disseminated to Center Board Chairs. As follow-up to the Compensation Study, the CGIAR decided that Disclosure Policies and Practices should be developed to reflect best practices in comparable publicly funded organizations. This has been done and the CGIAR Secretariat has discussed with the Alliance of CGIAR Centers on posting salary structures and benefit packages on the CGIAR website to ensure transparency. The Alliance has suggested that this information be placed on the Members' Only page of the website because of security concerns.

*CGIAR Nominee Process:* Procedural guidelines for the CGIAR Nominee Process have been streamlined. There are currently five Centers that have less than two CGIAR Nominees serving on their boards, which is less than the minimum number agreed upon by ExCo, and also specified in the Board Guidelines, and in some cases less than what the by-laws of the Centers require. However, one of the five Centers is participating in the current cycle and an additional three have indicated they will participate in the next cycle.

*Challenge Programs:* The Challenge Program External Reviews (CPER) have been launched. Two CPs (HarvestPlus and Water & Food) are currently undergoing a review and a review for Generation will begin in November 2007. At AGM06, the CGIAR requested the Sub-Saharan Africa CP to submit a three-year action plan to include

specific milestones and scaling back from nine to three pilot sites. The action plan is expected in late May 2007.

*Partnerships:* The Genetic Resources Policy Committee (GRPC) has undergone a strategic renewal with five new members appointed. The Private Sector Committee (PSC) is planning a research productivity workshop in late August/early September 2007 in Nairobi, Kenya at ILRI. The Scientific and Knowledge Exchange Program (SKEP) has also been revitalized. She also highlighted the France-CGIAR partnership, noting the Common Agenda for Cooperation signed in March 2007, and a planned workshop on exploration of tools for governance and partnerships being planned for September 2007.

*Civil Society Engagement:* Engagement with Civil Society Organizations (CSO) continues as part of follow-up to the AGM06 CSO Forum. The competitive grants program received over 150 applications and 14 have been selected by an external review panel to develop proposals. A CSO-CGIAR Work Plan was distributed in April 2007 to ExCo members for comment. The work plan includes on-going mechanisms for engagement and includes new mechanisms (e.g., virtual meeting point) as well as incentive mechanisms for increased engagement.

*Communications and Outreach:* F. Douglas highlighted several outreach activities including Climate Change Communications Campaign, events with the Parliamentary Network, a Media Development Workshop: Focus Africa, publications and exhibits produced by the CGIAR Secretariat, and CGIAR family branding efforts.

Concerning the CGIAR business follow-up checklist, most items are either on track or have been completed. The ExCo ad hoc committee on Funding System Priorities and Follow-up to ICRAF EPMP will be discussed during ExCo 12.

***Discussion:***

- Appreciation was expressed for the support from Switzerland for the CGIAR Senior Leadership Program. There was a call for broader inclusion of NARS leaders as this is an important link to national systems.
- Several members expressed the desire to comment on and discuss further the CSO work plan. In planning for a CSO Forum at AGM08, members welcomed the opening up of a dialogue with CSOs, but noted the need for incentives to develop effective partnerships and innovative ways to engage the various players. Time is needed to reach agreement among different components of the CSO community, and the CGIAR should do all it can to facilitate the dialogue to enable and ensure CSO voices are heard.
- Concern was also expressed about filling the gap of the NGO Committee (NGOC). Input from CSOs on the research-development continuum discussion in the CGIAR would also be welcome. The CGIAR should continue to work with GFAR on engagement with CSOs and avoid duplication of efforts.
- Progress on disclosure policies was welcomed, however for the sake of full transparency information should be posted on the public space of the CGIAR website.

- Another member pointed out that after posting the information on the Members' only website, the situation should be reassessed with a view to moving toward full public disclosure.
- Some members requested information on the number of CGIAR Nominees serving on Center Boards and information on the response from Centers to the process.
- Concern was expressed about the SSA CP falling behind the schedule agreed to at AGM06, as well as funding prospects for the CP.
- One member asked for confirmation that European Commission (EC) funding is indeed forthcoming and whether there were other funding concerns from other CGIAR Members. It was clarified that IFAD has stepped in to help with disbursement of EC funds.
- Members asked about 2007 funding of SC in terms of the percentage of a levy on Center budgets. Clarification on the FAO contribution was also requested.

F. Douglas responded that the SSA CP action plan is expected by the end of May 2007. There is also a meeting on funding for the CP planned for the day after ExCo 12 in Madrid. The CSO work plan contains suggestions on filling the gap due to dissolution of the NGOC, including the possibility of creating an advisory network of CSOs and other innovative approaches, which will be further developed. There are currently 35 CGIAR Nominees serving on Center Boards. The CGIAR Secretariat will continue to report to ExCo on this matter. FAO is expected to contribute towards funding of SC and it will be matched by the World Bank. The remaining funds will come from a levy on Center budgets; the percentage will be determined later in the year.

***Conclusion:***

- *ExCo thanked F. Douglas and the CGIAR Secretariat for the report and for her leadership during the interim period before the new CGIAR Director assumes his post.*
- *Disclosure policies should be posted to the Members' Only page of the CGIAR website, as a first step in the right direction, but a discussion on a broader disclosure should follow.*
- *Discussion on the CSO work plan and CSO participation at AGM08 should continue.*

**2.b. Performance Measurement System: 2006 Results**

Ruben Echeverria (SC Secretariat) and Maria Iskandarani (CGIAR Secretariat) presented the results of the 2006 Performance Measurement (PM) exercise. The PM System measures Center performance along three major dimensions of performance: 1) Results, 2) Potential to Perform, and 3) Stakeholder Perceptions.

R. Echeverria reported on the 2006 performance data for the results indicators (Outputs, Outcome and Impact), followed by M. Iskandarani's presentation on selected indicators of potential to perform (Culture of Learning and Change, Institutional Health). She noted that on definition of financial expertise, the possibility of recognizing affiliation with a

professional financial organization would be explored. The results from the third performance dimension – Stakeholder Perceptions – were previously presented at ExCo 11 and AGM06. It was noted that a Stakeholder Perceptions survey will be conducted every three years and therefore a new report can be expected 2009.

After the verification process is completed, the final report will be made available to Members and Centers in mid-June 2007. Some of the results will be included in the 2006 CGIAR Annual Report and analysis of trends is expected in 2008.

***Discussion:***

- The PM System is based on self-assessment by Centers and rigorous verification of reported performance measures is critical for maintaining the credibility of the system.
- Verification should be conducted on a sampling basis to make the process as efficient as possible. Other members reiterated the importance of verification to ensure that the system remains fair.
- The importance of the PM System as one of the components of the CGIAR monitoring and evaluation (M&E) system was highlighted, and it was reiterated that it should be closely linked to the EPMR process, and serve as an input into the EPMRs.
- Centers are utilizing the PM System, which is reflected in actual performance improvements on selected PM indicators.
- The issue of “over-achievement” on some indicators like outputs was discussed.
- Members are utilizing the system, some of which are openly sharing with Centers how the PM results are used as an input into funding allocation decisions (e.g. World Bank and Germany).
- The SC recommends that the impact indicator 3a (currently titled “SC/SPIA rating of Overall Impact Assessment Performance”) be renamed to “SC/SPIA rating of Center commitment to documenting impacts and building an impact assessment culture.”
- It should be explored whether and how the PM tool can be shared with interested National Agricultural Research Institutes to support their results-based management systems. One possibility would be to use GFAR as an avenue for sharing some of the experience the CGIAR has had with the PM System.

K. Sierra closed the session by reiterating the value of the PM System as an evaluation tool, and by noting that the PM System should be closely linked with other M&E instruments of the CGIAR, particularly the EPMRs. She also welcomed exploring the possibility of interacting with NARS, especially with the support of GFAR on strengthening their PM systems.

**2.c. Financial Matters**

K. Sierra noted that the Draft Executive Summary of the 2006 CGIAR Financial Results was jointly produced by IRRI and the CGIAR Secretariat, the second year of collaboration with IRRI. The report and underlying analysis were validated by the

CGIAR Finance Peer Review group. Kwame Akuffo-Akoto (IRRI) presented the first part of the report covering the 2006 financial outcome in various dimensions. Shey Tata (CGIAR Secretariat) presented the financial accountability assessment for 2006.

Overall, the 2006 financial outcome was a deficit of \$10 million, due mainly to the non-delivery of approximately \$30 million in EC funding. Centers' successful efforts in absorbing the impact of the loss of EC funding to a minimum was commended.

Member contributions totaled \$429 million (or \$394 in 2002 constant dollars). In nominal terms contributions decreased by \$21 million (or 5 percent) over the 2005 funding outcome. (In real terms, the decrease in contributions was \$29 million or 7 percent). Together with \$22 million in Center income, total available financing was \$451 million with total expenditures amounting to \$461 million (2 percent above the 2005 level). The resulting deficit of \$10 million was financed from Center reserves.

Contributions increased from the international and regional organizations (by \$2 million or three percent), and from non-members where they increased by \$8 million or 22 percent. All other groups registered reductions in contributions with the largest share in the Europe group where contributions decreased by \$22 million (13 percent), due mainly to the non-delivery of the EC contribution. Fifty-eight of the 64 Members contributed in 2006, compared with 60 in 2005. In terms of composition of funding, unrestricted contributions were 42 percent of the 2006 total, comparable to 43 percent in 2005.

With respect to expenditure, the Sub-Saharan Africa region remains a priority for the CGIAR. With regard to Challenge Programs, there is a cumulative balance of \$25.5 million at the end of 2006.

In spite of the overall deficit, the financial indicators improved across Centers. On the liquidity indicator, all Centers except CIAT were within the CGIAR benchmark of 90-120 days of operations as compared with three Centers that were red flagged in 2005. On the reserves indicator, all Centers except CIAT, IWMI and Bioversity International were within the benchmark of 75-90 days of operations. Two Centers were green flagged for high reserves—IRRI and WorldFish—as compared with three Centers that were green flagged in 2005. The indirect cost ratio indicator remained stable in 2006 at 20 percent, compared with 21 percent in 2005 (System averages). On the cash management of restricted grants, although no formal benchmark had been established it was considered that a ratio of less than one was desirable. Only two Centers (Africa Rice and World Agroforestry had ratios above one (of 2.03 and 1.1, respectively).

S. Tata explained that the Finance Peer Review group intended to further improve the quality of financial information for decision making. The review focused on two pillars of fiduciary management and accountability – financial management and financial reporting (using CGIAR approved standards). The group was comprised of four Finance Directors (Bioversity International, World Agroforestry, IFPRI and IRRI), complemented by a technical expert from the World Bank and the Director of the CGIAR Internal Audit Unit. Although all 15 Centers had unqualified audit reports, the Peer Review panel

suggested that Center Boards should pay closer attention to even unqualified reports as they may contain issues that need attention. The Boards were advised to look out for expressed or implied disclaimers issued on the information supporting the audit opinion.

S. Tata also reported on progress made in managing the Multi Donor Trust Fund in the World Bank, explaining the efforts to work with new Members and the World Bank to remove bottlenecks in the processes.

***Discussion:***

- Members commended K. Akuffo-Akoto and S. Tata for an excellent presentation and the clear and useful information it provided on the financial health of the CGIAR System., as well as the Peer Review Group for their work of reviewing the 2006 Center financial statements and promoting best practice in financial accountability assessments.
- Several members noted the need for ExCo to further reflect on how Centers that had been repeatedly cited for deficiency on the indicators should be handled in the future. Members also expressed interest in understanding the underlying issues that led to the crisis at CIAT, and requested an update on what was being done about it. S. Tata indicated that the CGIAR Secretariat had been working with CIAT since last year in an attempt to find a sustainable solution. This effort had two tracks: the technical track included the commissioning of a high level review of internal controls as well as close monitoring; and the second included a positive response to CIAT's request for financial assistance, which was predicated on a detailed analysis by CIAT and monitoring of time-bound milestones agreed to by the Center.
- In the discussion of financial indicators, it was suggested that the 2006 financial report highlight those Centers whose red flags were due primarily from the non-delivery of the EC funding.
- One member raised the issue of the current benchmark for reserves of 75-90 days of expenditures. S. Tata responded that the discussion had been launched and a brief paper from the CGIAR Secretariat was shared with the Center finance directors at AGM06. However, in order to further develop thinking on this issue which was also connected with the pooling of reserves, the CGIAR Secretariat had developed a "think piece" on a holistic approach to financial risk management which would be discussed later during this ExCo meeting.
- The Alliance supports a transparent mechanism for dealing with financial crises; for example, through a subcommittee of ExCo that could be responsible for addressing strategic financial issues in a pro-active manner.
- A member raised the question of why recovery of indirect costs on restricted projects was so low in the CGIAR, and whether this was due to Centers being negligent or not being sufficiently aggressive, or whether Members were not sufficiently aware of the issue. S. Tata reminded ExCo that this was probably due to a combination of all these factors, pointing out that the CGIAR had approved the financial guideline on indirect cost allocation.
- A question was raised about the existence of a financial indicator for "partnership." S. Tata suggested that "collaboration/partnerships" component of

total expenditure by object was traditionally presented in the CGIAR financial report.

- One member suggested that it would be useful to consider reintroducing a body (similar in scope to the former finance committee) to increase dialogue, and improve coordination, on CGIAR financing matters.
- The usefulness of the indicators as a decision tool and as an early warning instrument was also extensively discussed, with the example of the financial difficulties of CIAT cited in several times.
- Members expressed the view that it would be useful for the CGIAR Secretariat to share any information received from Members with respect to their 2007 funding plans. The CGIAR Secretariat agreed and took the opportunity to request Members to share their funding plans as early as possible as this would be very useful for planning financial information for Centers.

**Conclusion:**

- *Red flags in the 2006 financial indicators due to the non-delivery of EC funding should be identified in the financial report;*
- *Indirect cost recovery on restricted projects should continue to be closely monitored;*
- *There would be value in exploring collective action methods to address financial issues at individual Centers, for which robust risk management processes are needed.*
- *As in the past, the CGIAR Chair was asked to write to Board Chairs of those Centers with red-flagged and “deep green flags indicators requesting them to provide a plan of action to address the identified situation.*

### **3. Science Council and Program Matters**

#### **3.a. Report from Science Council and Revisiting SC Business**

Attending his first ExCo meeting as Science Council Chair, Rudy Rabbinge briefed ExCo on the main areas of work outlined in the SC report and the results of the 7<sup>th</sup> SC meeting held on March 28-30, 2007. Among activities related to mobilizing science, he cited the SC’s contribution to a chapter on “innovating through science and technology” of the World Bank’s 2008 World Development Report; participation in the IAASTD (International Assessment of Agricultural Science and Technology for Development) process; a study on CGIAR Centers’ partnerships with CSOs; and participation in organizing the Science Forum at AGM07.

He reported on the progress of the effort towards the implementation of the System Priorities (SPs). He highlighted the importance of the development of Framework Plans in this process, defining them as “strategic documents that define the long-term goal of CGIAR research in the area of respective priority in a global context, the scope of that research and a road map for its systemwide implementation.” The Centers and Challenge

Programs are expected to play lead roles in developing Framework Plans. Formulation of several Framework Plans is expected to be completed by the end of 2007.

He noted that the research quality control and impact assessment components of SC's work program are on track. He briefly mentioned the four EPMRs, the SWEPS meta review, the recently concluded external review of the systemwide program on Participatory Research and Gender Analysis (PRGA), several impact assessment studies that were completed in the past year, and the two CPERs that are currently underway. SC is also working to streamline the MTP process, in a manner as efficient as possible.

He also invited ExCo's attention to a short note entitled "Revisiting SC Business: A Proposal." He outlined his plan to restructure SC panels that would improve the SC's functioning, particularly on implementation of System Priorities and strategies and on mobilization of science.

***Discussion:***

- Members welcomed the new SC Chair to ExCo.
- AE Chair Emile Frison expressed appreciation for the cooperation between SC and the Centers, particularly on the development of Framework Plans for System Priorities. He highlighted the different nature of different System Priorities, noting that most are rather areas of comparative advantage or competence, rather than a coherent programmatic entity that could be the basis for implementation.
- Concerns about SC's performance in mobilizing science were expressed.
- ExCo was informed that a number of Center scientists are engaged in the on-going peer review of the IAASTD report.
- With the SC's recommendation that gender analysis be mainstreamed into CGIAR research and discontinued from PRGA, a number of ExCo members expressed concern and stressed the need to monitor the mainstreaming of gender analysis aspects in Centers' research programs.
- R. Rabbinge's ideas to improve SC's functioning were acknowledged. R Rabbinge outlined his thoughts expressing the need for SC to improve its work on mobilizing science and also priorities and strategies, by engaging all SC members in these two areas instead of limiting this work to two panels as currently organized under SPMS and SPPS. ExCo members acknowledged the SC Chair's preliminary ideas and welcomed receiving a more comprehensive paper elaborating details, for further discussion at ExCo 13.
- Some members expressed concern about the need to strengthen diversity in the SC especially in terms of gender and developing country participation.
- Two upcoming vacancies on the SC will need to be filled, and therefore, the independent search and nominations committee needs to recommend new SC members soon.

***Conclusion:***

- *K. Sierra thanked the SC Chair for his report and ExCo members for their comments.*
- *Clarity on further next steps on Framework Plans was required.*

- *The external report of the PRGA along with the SC commentary and recommendations would be shared with ExCo for ExCo's comments.*
- *SC was requested to include in its future reports a report card/status report showing progress in the implementation of the different components of the SC's work as compared with the approved work program.*
- *SC was requested to submit a comprehensive paper describing in detail the proposed structural changes in the SC for discussion/endorsement at ExCo 13 and approval of the CGIAR. The proposal should also address how SC proposes to engage with a broader range of stakeholders.*
- *There is need for an assessment mechanism on mobilizing science, perhaps through development of suitable performance indicators.*

### **3.b. Challenge Program Concept Notes**

The Science Council's recommendations concerning Cycle 2 Challenge Program concept notes were previously sent to ExCo for comments. At the request of several members, the issue was included in the ExCo12 agenda.

Manuel Lantin (CGIAR Secretariat) provided a brief summary of the process followed in generating ideas for the Cycle 2 CPs. He indicated that the call for concept notes was publicized through the CGIAR web-site and e-mailed to over 1500 individuals and partner institutions (including NARS, Regional Fora, Sub-Regional Organizations, Agricultural Research Institutes, Universities, etc.). Forty-one concept notes had been received and SC recommended five of them to proceed to the next stage.

K. Sierra emphasized the need for the process to be transparent, inclusive and open. It is important that approved ideas are not tied to original proponents and the invitation to submit pre-proposals is open to others. She noted that ExCo's recommendation on concept notes would be sent to the CGIAR for approval.

R. Rabbinge presented SC's recommendations and gave initial comments. The SC recommended concept notes are:

- High value crops – fruits and vegetables;
- Climate change, agriculture and food security;
- Mycotoxins, other contaminants and food safety;
- OASIS – combating desertification (dryland degradation); and
- Stimulating market-led agricultural and rural transformation (SMART).

#### ***Discussion:***

- Some members expressed disappointment on the narrow scope of many of the concept notes received, indicating poor understanding by the proponents of the CP concept, particularly by those outside the CGIAR System.
- Concern was expressed over the fact that none of the recommended concept notes was from a non-CGIAR proponent.
- ExCo recognized that while the number of submitted concept notes that met the criteria was limited, all members agreed that the process for selecting ideas for

- pre-proposal development should continue, and that we should be transparent in following the guidelines and the established process.
- R. Rabbinge remarked that there was difficulty in the CP process for developing and selecting proposals for CPs. He agreed with others in regard to the need to improve communication of the process and guidelines, but suggested that we not reverse the process at this stage; he suggested that the process be revisited prior to any future calls.
  - Members observed that most of the recommended concept notes were not clear on the range of partnerships involved. It was stressed that the development of partnerships is a key expected feature of Challenge Programs. Other members also raised the need to build in lessons from the CP external reviews into the current selection process.
  - E. Frison pointed out that information on partnerships was not required at the concept note stage and will be provided at the pre-proposal stage. He reminded the group that the objective of CPs is to foster collaboration among Centers and with outside partners, and should not be compared with an open call for proposals by a funding agency. He also informed the group that Centers decided to submit a coherent set of concept notes under the auspices of the Alliance of Centers, bringing together all the relevant Centers in order to produce the best possible concept notes, and that redundancies and overlaps among Centers in submission were thus avoided.
  - It was suggested that the deadline for submitting pre-proposals be extended for actively seeking the involvement of non-CGIAR partners.
  - Some members expressed concern at the potential position of “control” that the Alliance would have in “picking” partners, considering the fact that the guidelines require a CP to have at least two participating CGIAR Centers.
  - After a lengthy discussion on how many concept notes to recommend for this cycle, ExCo agreed to recommend three concept notes for approval by the CGIAR.

***Conclusion and ExCo Recommendations to the CGIAR:***

- *ExCo recommends to advance the following concept notes to the pre-proposal stage:*
  1. *Climate change, agriculture and food security;*
  2. *High-value crops – fruits and vegetables; and*
  3. *Combating desertification (dryland degradation)*
- *The development of pre-proposals should be in accordance with the CGIAR-approved process and guidelines, i.e. an open and competitive process, and not limited to the original proponents of the ideas. The call for ideas should be communicated to a wider audience.*
- *The pre-proposals should clearly describe the range of partnerships and potential for additional funding.*
- *Lessons learned from the external evaluation of existing CPs should be considered in the development and selection of pre-proposals and proposals for Cycle 2 CPs.*

- *The time originally prescribed for pre-proposal preparation will be extended by 3 weeks, while the time taken by the SC in assessing pre-proposals will be reduced from 4 weeks to 3 weeks. The timeline will be clearly indicated in the call for pre-proposals.*
- *The Alliance was asked to be open to expressions of interest coming from a range of external partners and not build any obstacles in partnering with external players, and being open to the possibility of having non-CGIAR centers leading CP proposals.*

#### **4. Alignment in the CGIAR**

##### *ExCo ad hoc Committee on Funding System Priorities*

Jonathan Wadsworth, chair of the ExCo ad hoc Committee on Funding System Priorities, updated ExCo on progress made by the ad hoc committee since AGM06. He noted that the final report is not yet finished and changes still need to be incorporated due to developments in the CGIAR since AGM06.

He introduced the item by noting that the ad hoc committee has adopted a step-by-step approach to adapt to ongoing changes in the System, and has dealt with the complex issue of restricted vs. unrestricted funding across the System. He asked ExCo's permission for the final report of the ad hoc committee to be submitted to ExCo 13. A progress report was available on the ad hoc committee's activities. The report was not available for inclusion in the ExCo 12 documentation but will be distributed for comments by ExCo members.

The report highlighted:

1. outcomes of the Member Coordination Forum at AGM06,
2. information obtained so far from pilot studies on four of the 20 System Priorities (SPs) undertaken by the Alliance and the Science Council, and
3. further progress in refining the options for funding mechanisms.

Additional information obtained at the recent Alliance-ad hoc committee-Science Council-Members meeting in Rome (on April 27, 2007), together with the first framework plans on six of the 20 System Priorities has also been factored into the options.

The pilot studies have shown how the System operates. One of the main messages from AGM06 was that System Priorities are a means to an end; System Priorities don't stand alone and there is a need for outcome orientation. Development of the framework plans have also revealed that few System Priorities can be treated as stand alone programs, and they need to be coherently clustered.

In describing the funding mechanisms being explored, he highlighted emerging issues as well as aims of the mechanisms, including:

- System agenda to be addressed through framework plans aligned with Medium-Term Plans (MTPs).
- Prioritization of System Priorities is needed.
- Framework plans can be funded by long term unrestricted funds and fully-costed restricted funds.
- The mechanism should mitigate funding unpredictability outside of regular Center reserve provision.
- Transaction costs should not increase.
- The mechanism would involve calculating an Annual Demand Matrix and an Annual Supply Matrix in order to identify Priorities that are over-funded or under-funded. The question then would be how to rectify such discrepancies. He suggested that perhaps a group of willing Members could jointly agree on System Priority-based allocations and channel funds via Centers.

***Discussion:***

- ExCo thanked the ad hoc committee for its work to date and the progress report presented.
- Framework plans need to be completed and looked at more closely in order to cluster the System Priorities appropriately. The Alliance suggested that's framework plans would need to be completed once the System Priorities are appropriately clustered.
- Safeguard plans to avoid funding gaps should be considered, perhaps through donor(s) of last resort. A communication system to relay information to Members on over-subscribed/under-funded System Priorities is also necessary.
- It would be important to understand which Members, if any, would be willing to be part of the "Group of the Willing" to jointly agree on System Priority-based allocations and also put in place evaluation mechanisms to report back to that group of Members.
- Transaction costs should be considered as mechanisms are further developed.
- The report should be sent to ExCo for comments/feedback.

***Conclusion:***

- *Considering the fact that there was no opportunity for constituencies of ExCo to discuss this important proposal before the meeting, members were requested to send more detailed written comments on the proposal to the ad hoc committee, with a copy to the CGIAR Secretariat.*
- *The final report, incorporating comments from members, should be submitted in time for discussion at ExCo 13.*
- *Members should discuss with their constituencies which CGIAR Members would be willing to join a group that would jointly agree on System Priority-based allocation funding, and inform the ad hoc committee.*
- *The ad hoc committee would also take into account implications on transaction costs of instituting the proposed mechanism.*

### *Follow-up to Alignment Forum*

F. Douglas presented the following conclusions from the Alignment Forum held prior to the start of the ExCo meeting:

- Rapid changes in the CGIAR's external environment; need a careful analysis of opportunities and threats.
- Need to drive a change of corporate culture and System governance, especially on building trust.
- Important to harness the energy of the Centers, which is reflected in the paper on looking ahead presented by the Alliance of CGIAR Centers.
- Should continue our focus on efficiency, good governance and increased accountability.

The following next steps were also suggested:

- CGIAR could initiate a facilitated change management process.
- As a first step, set up a small scoping team.
- Possible composition of scoping team:
  - 2 ExCo members, 1 Alliance representative, 1 SC representative, supported by CGIAR Secretariat
- An external facilitator would support the scoping team to design an inclusive and extensive process to ensure high level of engagement and political commitment.
- Possible first meeting: September 2007?

K. Sierra noted that a scoping team would be necessary to help identify the essential issues that need focusing by the facilitator. The suggestion is for the scoping team to submit a proposal to ExCo on next steps on Alignment, drawing on discussion from the Alignment Forum and further input from all components of the System, including partners.

### ***Discussion:***

- One member informed ExCo that it has set up a task force that is currently in the process of defining its position concerning increased alignment towards a more unified and effective system.
- Members expressed support with moving forward with the proposed next steps.
- The scoping team should also include a partner representative.
- Terms of reference for the scoping team should include input from the Alliance paper on looking ahead. TOR should be reviewed by ExCo and include possible membership.
- Timing for a high-level meeting should be explored.

### ***Conclusion and ExCo Recommendations to the CGIAR:***

- *ExCo agreed in principle to the following next steps:*
  - *CGIAR would initiate a facilitated change management process.*
  - *As a first step, set up a small scoping team.*
  - *Composition of scoping team:*

- *2 ExCo members, 1 Alliance representative, 1 SC representative, 1 partner representative; supported by CGIAR Secretariat*
- *An external professional facilitator would support the scoping team to design an inclusive and extensive process to ensure high level of engagement and political commitment.*
- *Possible first meeting of the scoping team: September 2007*
- *The scoping team would submit a proposal to ExCo for discussion on next steps in the Alignment process, drawing on input from the Alignment Forum and other components of the System.*
- *The decision on the need for a high level meeting could be taken subsequently.*
- *The CGIAR Secretariat was requested to develop terms of reference for the scoping team and submit to ExCo for approval. ExCo members were requested to send their suggestions if any, regarding composition of the scoping team to the CGIAR Secretariat, for which special emphasis would be placed on maintaining balance.*

#### *ESA and WCA Updates and Alignment Initiatives Beyond SSA*

As part of the CGIAR request to report regularly to ExCo, updates were submitted to ExCo for information from Eastern and Southern Africa (ESA) and West and Central Africa (WCA) on ongoing alignment activities in the respect sub-regions of SSA. An update on other alignment initiatives in regions beyond SSA was also included for information.

## **5. Report from the Alliance of CGIAR Centers**

Emile Frison, Alliance Executive Chair, highlighted to ExCo on activities of the Alliance since AGM06.

The Alliance has developed framework plans, in consultation with SC, on six of 20 System Priorities which have been shared with the ExCo ad hoc Committee on Funding System Priorities. The Alliance will continue to work with SC on the best way to address the remaining System Priorities, through clustering and framework plan development.

Discussion between the Alliance and the CGIAR Secretariat on managing risk across the System are ongoing and will be more fully addressed in the next agenda item. He also highlighted ongoing discussion with GRPC on policy guidelines on income derived from Centers' intellectual property (IP). He requested the item be discussed by ExCo in a face-to-face meeting.

He also highlighted other Alliance activities including: 1) work with new partners, including on climate change; 2) dialogue to strengthen collaboration between the FAO and the Alliance; and 3) outcomes of the recent meetings with some Members, the ExCo ad hoc Committee on Funding System Priorities, and the SC Chair.

***Discussion:***

- The need for a clear policy on intellectual property should be formulated to consider the possibility of generating income, while also maintaining the importance of the CGIAR to generate international public goods (IPGs).
- The importance of obtaining appropriate legal advice on the GRPC/IP paper was highlighted.
- Members expressed the need to know details about the discussions between the Alliance and FAO. It was noted that the background papers on the meeting are currently on the FAO website.

***Conclusion:***

- *A think piece from GRPC on policy guidelines on income derived from intellectual property should be circulated by end of July, after obtaining appropriate expert legal advice, and inputs from the SC and CGIAR Secretariat.*
- *The Alliance was requested to share a report on their meetings with FAO with ExCo.*
- *ExCo requested that future reports from the Alliance should be accompanied by a written report.*

## **6. Managing Risk in the CGIAR**

S. Tata presented a CGIAR Secretariat think piece on managing risk in the CGIAR called RiskLow, a new, innovative and comprehensive program. The program is a combination of strengthened existing risk management mechanisms, and new initiatives. Key principles for participation in the program would include voluntary participation by Centers in the entire program for maximum benefits through joint risk management. The mechanisms of the program would include strengthened existing mechanisms like inter-Center loans, an early warning system and some new mechanisms like creating a risk management fund, joint investment and comprehensive insurance. Benefits to Centers would include improved risk management, ready access to loans, potential higher rates of return and potential access to unrestricted resources. Benefits to Members would include more stability at System level, secure research environment, and increased accountability.

E. Frison noted that proper management and accountability lies with individual Center Boards and any System-level risk management system should not be used to bail out poor management at the Center level. A more systematic approach to inter-Center loans is supported by the Alliance, and an early warning system is also an area where the Alliance can make a contribution and would welcome the CGIAR Secretariat's help and facilitation. On comprehensive insurance coverage, learning to ensure best practices is needed. On creation of a central fund for risk management, there are some areas Centers could take action, e.g. in ensuring protection of genebanks. However, it is not clear if a large fund pooled by Centers and matched by Members is needed. The proposal on joint investment for higher returns does not appear to yield a significantly higher rate of return and transaction costs would not be worth it. If the World Bank was able to offer another

mechanism that would be able to guarantee a significantly higher rate of return compared to transaction costs, it would be looked at more closely.

***Discussion:***

- K. Sierra noted that World Bank funds can not be used to fund Center reserves; however, a risk management fund would be eligible to receive funds and the World Bank is willing to put \$5million into the risk management fund.
- There should be mechanisms put in place to reduce risks rather than going in the direction of purchasing insurance from private firms.
- There should be different reserve benchmarks for different Centers.
- There is an assumption that managing risk is a problem due to the move from unrestricted to restricted resources. However, even restricted funding should include a provision or expectation that a portion of funds would be set aside for reserves and overhead. Unrestricted funds should not subsidize restricted funds.
- Members should clarify their positions on full-cost recovery, and this issue needs to be addressed in the analysis.
- Assumptions in the paper need to be clarified and developed further. For example, what happens if Members do not provide contribution to the risk management fund suggested in the paper? What is the contingency plan?
- One member stated the Member contributions are not an incentive, but rather money that would have otherwise been available for research.

***Conclusion:***

- *ExCo thanked the CGIAR Secretariat for the report and welcomed the focus on a comprehensive approach to risk management.*
- *ExCo requested the Alliance and the CGIAR Secretariat to continue working on risk management and requested more analysis and modeling be done to clarify details, including on full cost recovery, for further consideration by ExCo.*
- *As follow-up to AGM06, further work on benchmarking of reserves is needed, and should be done in collaboration with the ExCo ad hoc Committee on Funding System Priorities.*

**Follow-up to ICRAF EPMR (Closed Session)**

ExCo discussed a letter it received from the ICRAF Board Chair in response to ExCo recommendations on follow-up to the ICRAF EPMR.

***Conclusion:***

- *ExCo welcomed the close attention the ICRAFT BOT is paying to issues arising from the EPMR and affirmed its continuing interest in this matter. ExCo requested a progress report from the Board Chair for ExCo 13.*

## 7. Evaluation

### 7.a. ILRI EPMR

R. Rabbinge presented SC comments on the ILRI EPMR. He congratulated ILRI for a very positive review and highlighted the following points:

- SC is pleased to note that ILRI accepted eight and partially agreed with three of the 11 recommendations on strategic planning and research. SC also noted that considerable progress has been made in implementing the recommendations.
- SC agreed with the panel's recommendation to broaden the geographical coverage of ILRI's research. However, it has to be undertaken through an evolutionary process, and in consultation with national partners.
- SC expressed concerns about the disciplinary imbalance in ILRI staffing citing that economists form a high proportion of the research staff.

N. Datta (CGIAR Secretariat) presented the CGIAR Secretariat's comments on the governance, management and finance aspects of the EPMR. She pointed out the following:

- The CGIAR Secretariat was pleased to note that ILRI has also taken action to implement the EPMR recommendations on governance and management but highlighted the need for the Center's continued focus on strengthening work of the Program Committee, separating the Audit from its Finance Committee and increasing frequency of committee meetings.
- The CGIAR Secretariat encourages ILRI to continue its work on alignment with ICRAF, and also the initiatives it has taken in cultivating a positive organizational culture.
- It was suggested that ILRI continue to strengthen cost recovery from projects, and also its control environment.

#### *Discussion:*

- ExCo members congratulated ILRI for a positive external review report. The following points were made during the discussion:
- The value of capacity building and extensive partnerships with NARS was discussed, including how others could learn from ILRI.
- While members recognized the advantages of expanded geographical coverage, a cautious and strategic approach was advised.
- ILRI's position on the research-development continuum debate was noted.
- Given the importance of livestock, the question was raised whether the System places sufficient focus on this sector.

Carlos Sere, ILRI Director General (DG), thanked ExCo for positive feedback. In response to some of the comments, he pointed out that ILRI is a small institute with a huge sector under its mandate. He believes that ILRI will continue to devote significant attention to activities in Sub-Saharan Africa. In implementing the recommendation to have a stronger presence in Asia, ILRI has to think about it in a non-traditional CGIAR way. It should be an issues-driven approach, and it should be an Asia-owned and Asia-

driven process. On research-development continuum, he argued that the paradigm has to be grounded in an innovation systems approach and has to engage with development partners, not to execute the approach but to provide intellectual input.

On governance issues, he pointed out that the Board Program Committee had already streamlined its process for approving resolutions. The Board has also agreed to commission an external review on governance in 2007 during which the issue of the terms of reference of the Finance and Audit Committees' responsibilities will be examined further.

***Conclusion and ExCo Recommendation to the CGIAR:***

- *ExCo commended ILRI for a positive EPMR, and recommended that the CGIAR endorse the ILRI EPMR recommendations.*
- *In order to institutionalize knowledge sharing among Centers, ExCo suggested that the Alliance explore ways in which Centers with positive EPMRs share their experiences/practices with other Centers.*

**7.b. IWMI EPMR**

R. Rabbinge presented the following main points from the SC commentary:

- IWMI, through its DG, has been successful in highlighting the importance of water management, water policy, etc.
- Strategic planning is an issue and is recommended that this be addressed by hiring of a Director of Research at the Center.
- Improvement is needed in the Center's track record of publications. IWMI works with many of partners but this work is not visible in publications.
- Roles of IWMI and the Challenge Program on Water and Food should be more clearly differentiated.

N. Datta presented the CGIAR Secretariat's comments on the governance, management and finance aspects of the EPMR. The CGIAR Secretariat:

- Complimented IWMI for diversity in its Board composition.
- Agreed with the need for the Board to be more engaged in providing strategic guidance to the Center but concurred with IWMI that a smaller and focused Program Committee could be a way to achieve that objective.
- Encouraged the Center to increase professional financial expertise on the Board.
- Supported the panel's suggestion to make attendance at the CGIAR Board orientation as well as Center-specific orientation program mandatory for new board members.
- Complimented IWMI on its initiatives in HR.
- Congratulated IWMI and WorldFish on their joint venture for alignment of corporate services; the Center should closely monitor implementation of the agreement.
- Encouraged the Center to focus on financial issues, especially the reserves indicator.

***Discussion:***

- Some members highlighted the need for increased presence of IWMI in CWANA and putting more emphasis on policy; it should also work closely with ICARDA.
- IWMI should consider its comparative advantage vis-à-vis other international institutions dealing with water issues.
- The review noted IWMI's initiatives in HR; however, impact assessment, publications and research outputs suggest that it is not doing well in terms of coordinated HR management.
- HR management needs strategy, leadership, and staffing. The Center needs all elements in place in order to have good outcome.

Several ExCo members expressed disappointment about the absence in the meeting of a representative (DG or Board Chair) from the Center. They suggested that future Center EPMR discussions at ExCo meetings should include participation of the Center DG and/or Board Chair. On this occasion, a detailed record of ExCo's discussion on this EPMR should be sent to IWMI for information.

***Conclusion and ExCo Recommendation to the CGIAR:***

- *ExCo recommended that the CGIAR endorse the IWMI EPMR recommendations.*
- *ExCo commended the well constructed and balanced review of IWMI.*
- *The Center could do better in some areas, e.g. stronger publication record as evidence of scientific capacity and quality of research. The recommendation on urban agriculture did not receive strong endorsement.*
- *ExCo recommended that EPMR discussions at future ExCo meetings include participation (in person or virtually) of the Center DG and/or Board Chair.*

**7.c. CGIAR External Reviews**

N. Datta introduced the background, objectives, proposed scope, methodology and some suggested next steps for conducting an external review of the CGIAR, as a requirement of the World Bank Development Grant Facility (DGF) process, but also providing an opportunity for the CGIAR to assess itself in keeping with good practice. The review would focus on the impact of the recent reform program, and assess the efficacy of the CGIAR partnership (including The Consultative Group, its Executive Council, and partners; CGIAR Science Council; CGIAR Centers and their Alliance; CGIAR Secretariat and System Office as a whole), and assess the effectiveness of CGIAR research.

K. Sierra opened the discussion on whether ExCo endorsed the broad structure of the review, and suggested to establish an ExCo ad hoc group to provide oversight on finalizing the Terms of Reference of the review and also in finalizing the composition of the review panel.

***Discussion:***

- In principle ExCo members found the proposed external review timely and appropriate. Such a review, however, needs to be fully owned by all Members

- and its outcomes adequately followed-up by the System. One member felt that the review itself and its terms of reference should be discussed at AGM.
- ExCo members noted the short time line for launching and completing the review, but also recognized the requirements established by the World Bank, as well as the importance of meeting the requirements for helping to secure continued financial support by the World Bank.
  - Members highlighted that sufficient time is needed for the preparation and the implementation of the review to ensure adequate quality and usefulness of the final review report.
  - The final TORs need to clarify whether the review aims at examining the CGIAR internal partnership model or rather partnerships with external institutions.
  - Possible linkages between the external review and the planned change management exercise should be considered.
  - The CGIAR Secretariat and the System Office as a whole should be included in the list of System entities to be reviewed.
  - The review needs to make reference to the impact of CGIAR research on food security and poverty alleviation, through the provision of international public goods.
  - Jonathan Wadsworth (UK) and Franklin Moore (USA) volunteered to serve on the group.
  - Given the time constraints it may be more practical to first assess the effectiveness of CGIAR research through a meta-review (proposed Phase 2) and only then finalize assessment of the efficacy of the CGIAR partnership.

**Conclusion:**

- *ExCo endorsed the broad scope, structure and process for conducting an external review of the CGIAR.*
- *ExCo recognized the requirements of the World Bank Development Grant Facility to have an external review of the CGIAR completed by early 2008, and an interim report available by December 2007, which is a critical input into the next DGF application in January 2008.*
- *ExCo agrees that the external review should serve both World Bank requirements and needs of CGIAR Members, and as such ought to be owned by the full Membership, and consequently discussed by the CGIAR.*
- *ExCo agrees that the meta review (Phase 2) on effectiveness of research be done first, by the end of 2007, while Phase 1 (efficacy of partnership) be done later in 2008.*
- *ExCo will establish an ExCo ad hoc advisory group to guide finalization of the TORs for the external review and panel composition. The group should be composed of 1 Alliance representative, 2 CGIAR Members, and 1 SC/SPIA member.*
- *The CGIAR Chair will consult with the World Bank DGF Council on the specific requirements for the interim report to be submitted to the DGF Council in January 2008, and discuss options for refining the TORs (including the timeline) with the ExCo advisory group.*

## **8. ExCo Business**

### **8.a. ExCo Size and Composition**

ExCo agreed to delay handling of this item due to discussions on previous items that could necessitate changes to the document for this item. It will be discussed at a later date.

### **8.b. Planning**

#### *ExCo Business Agenda*

A timetable showing the ExCo business agenda was made available to members for information.

#### *Future Meetings*

The next ExCo meeting is scheduled for October 16-17, 2007. Marina Puccioni delivered an invitation on behalf of the Italian Ministry of Foreign Affairs to host the next ExCo meeting in Rome, Italy. Members thanked Italy for the invitation and accepted its offer to host the meeting. F. Douglas noted that World Food Day is on October 16, 2007, and other events (including launch of the World Bank World Development Report) on that day may cause the meeting to be changed to October 17-18, 2007.

#### ***Discussion:***

- Some members had already planned for ExCo 13 to be held on October 16-17, 2007, and indicated it would be difficult to change dates. F. Douglas responded that efforts would be made to maintain the original dates and plan around World Food Day events.
- Members suggested that further efforts be made to shorten the length of documents for the meeting to make preparation more manageable.
- Members also indicated that documents need to be made available earlier. K. Sierra suggested the time be increased to three weeks before the meeting; all who provide documents to the meeting would need to adhere to the deadline and make documents available to the CGIAR Secretariat by the deadline.
- Meeting dates could also consider national holidays.
- Further discussion by ExCo on voice from the South was encouraged. EIARD offered to share its experience on caucusing.
- The ExCo Size and Composition document needs to be discussed further.

#### ***Conclusion:***

- *ExCo accepted and thanked Italy for offering to host ExCo 13.*
- *All efforts will be made to hold ExCo 13 on October 16-17, 2007.*
- *Documents for discussion in face-to-face ExCo meetings will be made available three weeks in advance of meetings. All efforts should be made to shorten the*

*length of documents. All who provide documents for circulation to ExCo (including SC, Alliance, ExCo ad hoc Committee, etc.) would ensure documents reach the CGIAR Secretariat in time to ensure ExCo members receive documentation three weeks in advance.*

- *The issues of ExCo's size and composition could be discussed in conjunction with the change management process.*
- *Enhancing voice from the South in the CGIAR should remain a focus of ExCo discussion.*

## **9. Other Business**

There were no items added to Other Business.

## **10. Closing Session**

K. Sierra closed the meeting by thanking members for their participation and input to the discussion. She noted that it was the first ExCo meeting since Francisco Reifschneider left the CGIAR and thanked F. Douglas for her leadership and the CGIAR Secretariat for their efforts in planning a successful ExCo meeting. She also thanked those Members who helped in selection of the new CGIAR Director and noted that Ren Wang is looking forward to the challenge ahead.

She concluded by thanking the Government of Spain and for the wonderful hospitality and support provided by everyone at INIA.

## Attachment 1

### List of Participants Twelfth Meeting of the CGIAR Executive Council

<i>Chair:</i>	Kathy Sierra	
<i>Cosponsors:</i>	Alexander Müller	FAO
	Eija Pehu	World Bank
	Rodney Cooke	IFAD
<i>Alliance of CGIAR</i>		
<i>Centers:</i>	Emile Frison	AE Chair
<i>SC:</i>	Rudy Rabbinge	SC Chair
<i>GFAR:</i>	Adel El-Beltagy	GFAR Chair
<u>OECD/DAC:</u>		
<i>Americas</i>	Franklin Moore	USA
<i>Asia-Pacific</i>	Peter Core	Australia
<i>Europe</i>	Eva Ohlsson	Sweden
	Marina Puccioni	Italy
	Jonathan Wadsworth	United Kingdom
<u>Developing Countries:</u>		
<i>Americas</i>	Silvio Crestana	Brazil (could not attend)
<i>SSA</i>	Romano Kiome	Kenya (could not attend)
<i>Asia-Pacific</i>	Lijian Zhang	China
<i>CWANA</i>	Jafar Khalghani	Iran
<i>Regional For a</i>	Mario Allegri	FORAGRO
<u>Foundations:</u>	Jean Lebel	IDRC
<u>Partners:</u>		
<i>Civil Society</i>	TBD	
<i>Private Sector</i>	Bill Niebur	PSC Chair (could not attend)

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Observers:

Kwame Akuffo-Akoto	IRRI
Isabel Alvarez	FAO
Manuela Bocos Muñoz	Spain
Luis Delgado	Spain
Denis Despreaux	France
Maria Teresa Dobao	Spain
Ruben Echeverria	Science Council Secretariat
Pierre Fabre	France
Dongxin Feng	China
Jim Godfrey	Alliance Board
Juan José Granado	Spain
Ayman Abou Hadid	Egypt
Charles Haines	Canada
Anne-Marie Izac	Alliance Office
Katharina Jenny	Switzerland
Jos Kalders	Belgium
Wolfgang Kasten	Germany
Jean-Luc Khalfaoui	EIARD
Jorge Braga de Macedo	Portugal
Javier Martínez Vassallo	Spain
Miguel Angel Quintanilla	Spain
Carlos Sere	ILRI
Jimmy Smith	World Bank

*Executive Secretary, ExCo:* Fionna Douglas

*CGIAR Secretariat Support:* Namita Datta  
Maria Iskandarani  
Manuel Lantin  
Shey Tata  
Florencia Tateossian  
Feroza Vatcha  
Jason Yauney

## **Agenda**

### **1. Opening Session**

- Welcome by Host Country
- Election of Meeting Co-Chair
- Adoption of the Agenda

### **2. CGIAR Status Report**

#### **2.a. Report from Director**

- Discussion

#### **2.b. Performance Measurement System: 2006 Results (R. Echeverria & M. Iskandarani)**

- Discussion

#### **2.c. Financial Matters**

- 2006 Financial Report (K. Akuffo-Akoto/S. Tata)
- Discussion

### **3. Science Council and Program Matters**

#### **3.a. Report from SC (R. Rabbinge)**

- Revisiting SC Business: A Proposal
- Discussion

#### **3.b. Challenge Program Concept Notes**

- Discussion and ExCo Recommendations to the CGIAR

### **4. Alignment in the CGIAR**

- Final Report from ExCo ad hoc Committee on Funding System Priorities (J. Wadsworth)
- Follow-up to Alignment Forum
- Discussion and ExCo Recommendations to the CGIAR

### **5. Report from the Alliance of CGIAR Centers (E. Frison)**

- Discussion

### **6. Managing Risk in the CGIAR**

- CGIAR Secretariat Think Piece
- Pooling of Center Reserves/Managing Risk
- Discussion

### **Follow-up to ICRAF EPMR (Closed Session)**

## **7. Evaluation**

### 7.a. ILRI EPMR

- Introduction (R. Rabbinge & N. Datta)
- Discussion and ExCo Recommendations to the CGIAR

### 7.b. IWMI EPMR

- Introduction (R. Rabbinge & N. Datta)
- Discussion and ExCo Recommendations to the CGIAR

### 7.c. CGIAR External Review

- Draft Terms of Reference
- Discussion

## **8. ExCo Business**

### 8.a. ExCo Size and Composition

(Delayed for future discussion)

### 8.b. Planning

- ExCo Business Agenda
- Future Meetings

## **9. Other Business**

## **10. Closing Session**

ExCo Member Feedback on ExCo 12



**2.a. Report from Director**

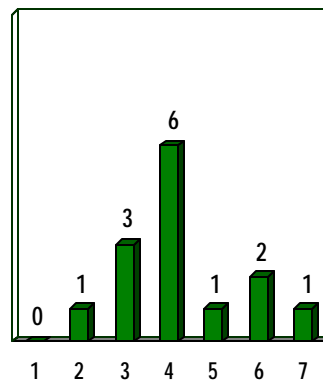
Avg. = 4.21

SD = 1.32

N = 14.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



**2.a. Report from Director**

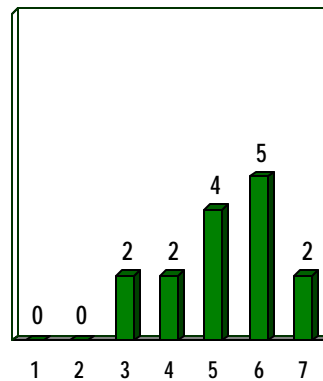
Avg. = 5.20

SD = 1.22

N = 15.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## 2.a. Report from Director

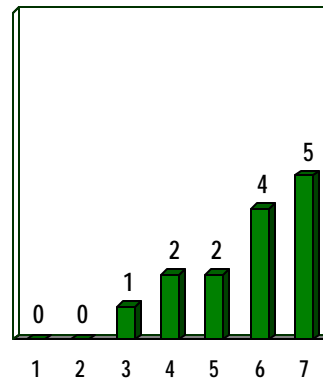
Avg. = 5.71

SD = 1.28

N = 14.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



## 2.b. Performance Measurement System: 2006 Results

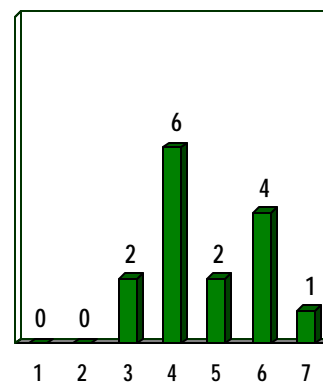
Avg. = 4.73

SD = 1.18

N = 15.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough





## 2.b. Performance Measurement System: 2006 Results

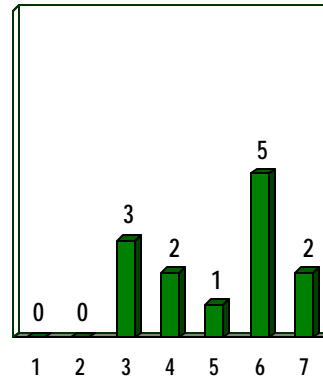
Avg. = 5.08

SD = 1.44

N = 13.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



## 2.b. Performance Measurement System: 2006 Results

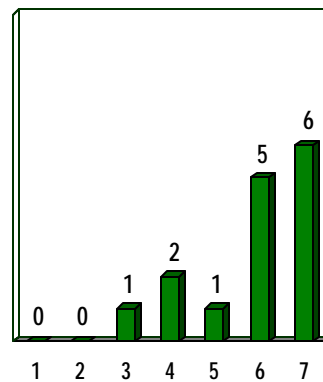
Avg. = 5.87

SD = 1.26

N = 15.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## 2.c. Financial Matters

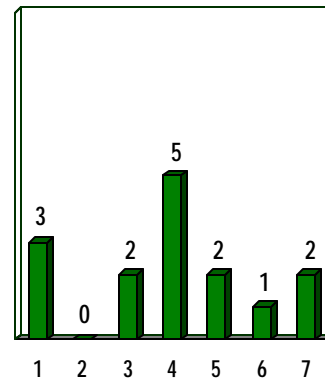
Avg. = 3.93

SD = 1.88

N = 15.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



## 2.c. Financial Matters

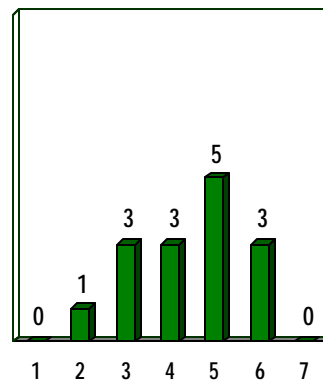
Avg. = 4.40

SD = 1.20

N = 15.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## 2.c. Financial Matters

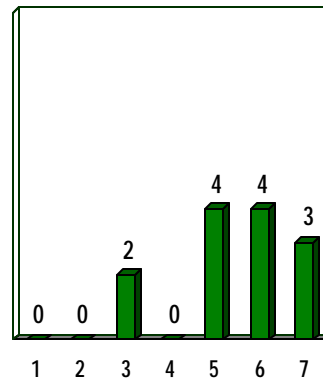
Avg. = 5.46

SD = 1.28

N = 13.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



## 3.a. Report from SC

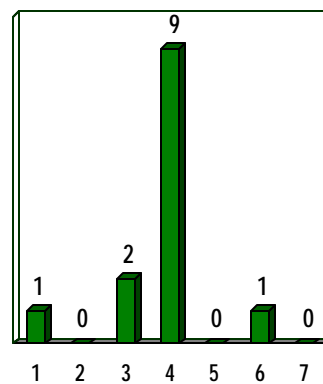
Avg. = 3.77

SD = 1.05

N = 13.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough





### 3.a. Report from SC

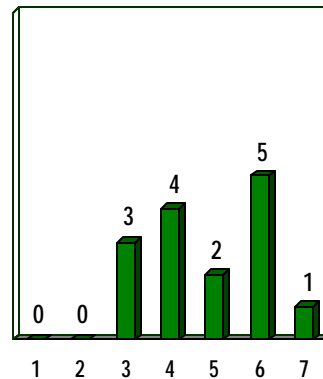
Avg. = 4.80

SD = 1.28

N = 15.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



### 3.a. Report from SC

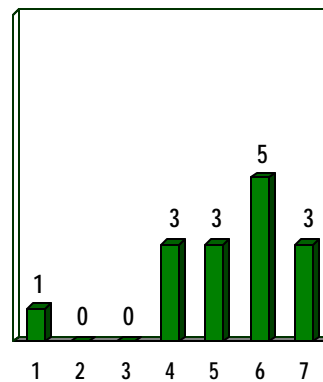
Avg. = 5.27

SD = 1.53

N = 15.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 3.b. Challenge Program Concept Notes

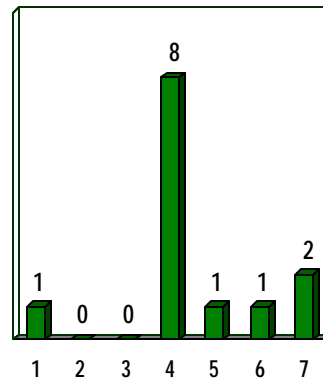
Avg. = 4.46

SD = 1.50

N = 13.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



### 3.b. Challenge Program Concept Notes

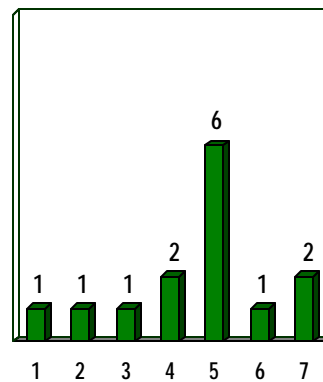
Avg. = 4.57

SD = 1.64

N = 14.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 3.b. Challenge Program Concept Notes

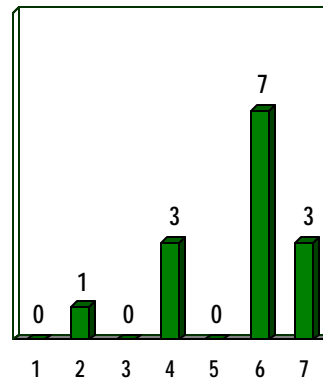
Avg. = 5.50

SD = 1.40

N = 14.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



### Alignment Forum

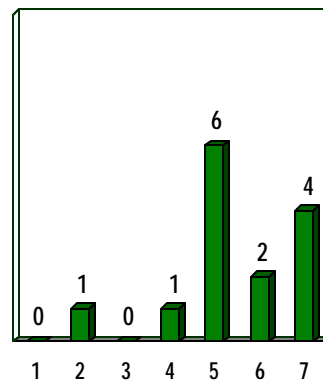
Avg. = 5.43

SD = 1.35

N = 14.00

1. The Alignment Forum was a productive use of my time.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## Alignment Forum

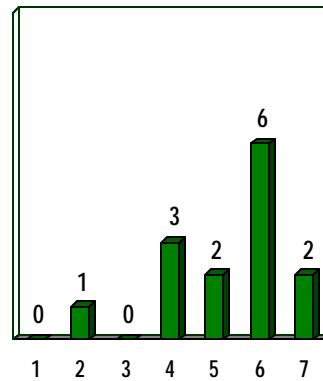
Avg. = 5.29

SD = 1.33

N = 14.00

2. Time allocated to the Alignment Forum was sufficient.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



## 4. Alignment in the CGIAR

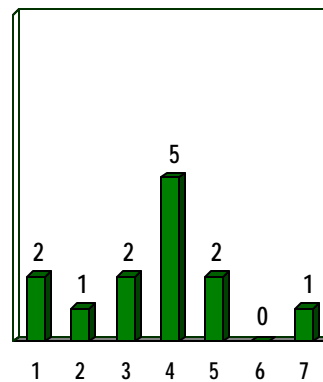
Avg. = 3.62

SD = 1.60

N = 13.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough





#### 4. Alignment in the CGIAR

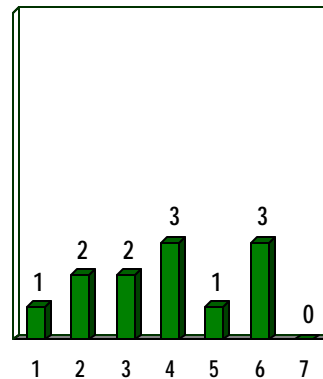
Avg. = 3.83

SD = 1.62

N = 12.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



#### 4. Alignment in the CGIAR

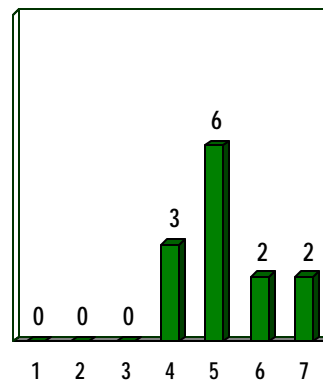
Avg. = 5.23

SD = 0.97

N = 13.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 5. Report from the Alliance of CGIAR Centers

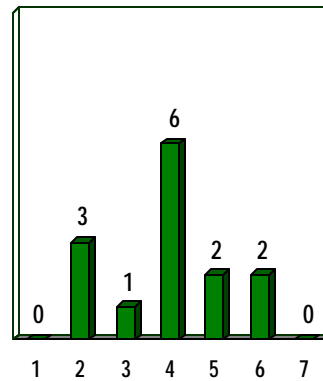
Avg. = 3.93

SD = 1.28

N = 14.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



### 5. Report from the Alliance of CGIAR Centers

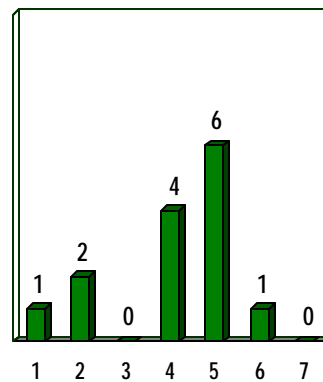
Avg. = 4.07

SD = 1.39

N = 14.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## 5. Report from the Alliance of CGIAR Centers

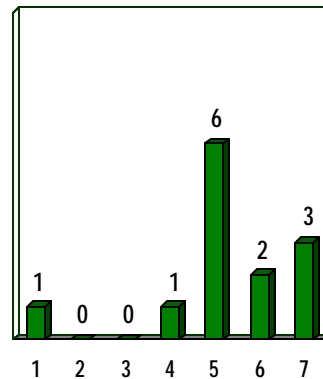
Avg. = 5.23

SD = 1.53

N = 13.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



## 6. Managing Risk in the CGIAR

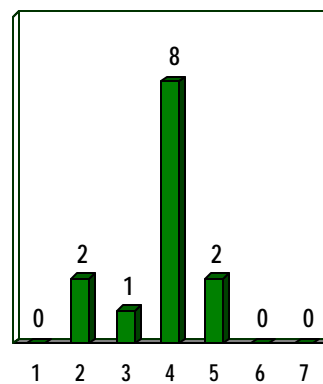
Avg. = 3.77

SD = 0.89

N = 13.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough





## 6. Managing Risk in the CGIAR

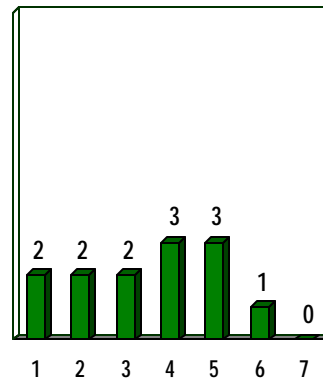
Avg. = 3.46

SD = 1.55

N = 13.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



## 6. Managing Risk in the CGIAR

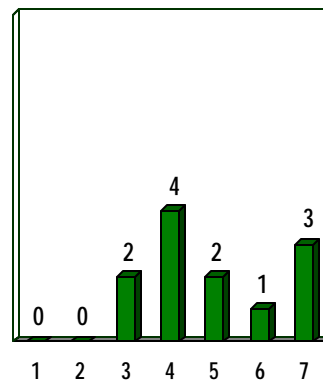
Avg. = 4.92

SD = 1.44

N = 12.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 7.a. ILRI EPMR

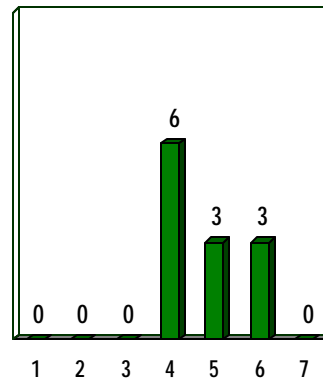
Avg. = 4.75

SD = 0.83

N = 12.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



### 7.a. ILRI EPMR

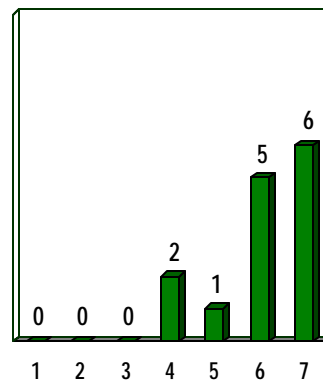
Avg. = 6.07

SD = 1.03

N = 14.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 7.a. ILRI EPMR

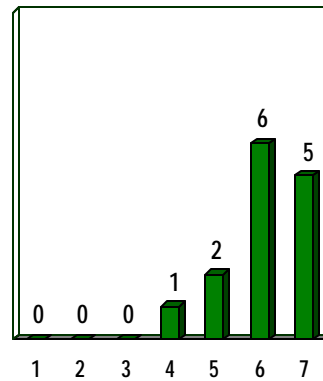
Avg. = 6.07

SD = 0.88

N = 14.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



### 7.b. IWMI EPMR

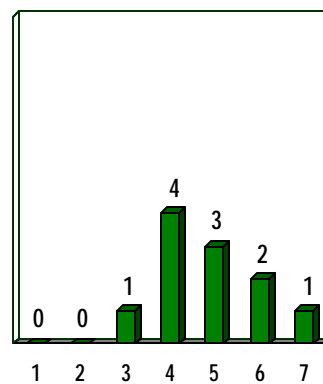
Avg. = 4.82

SD = 1.11

N = 11.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough





### 7.b. IWMI EPMR

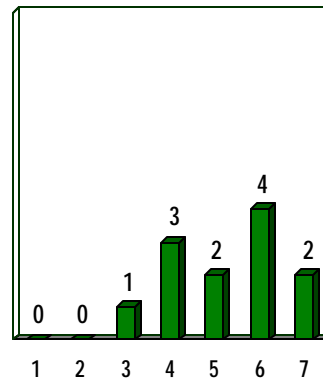
Avg. = 5.25

SD = 1.23

N = 12.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



### 7.b. IWMI EPMR

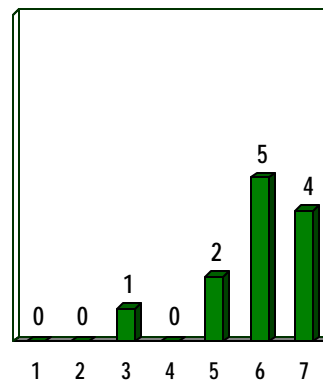
Avg. = 5.92

SD = 1.11

N = 12.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 7.c. CGIAR External Review

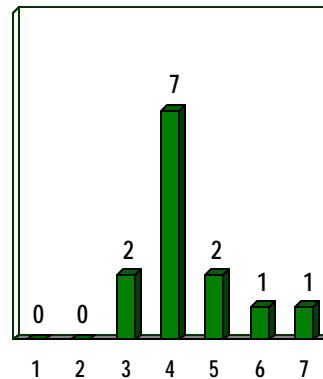
Avg. = 4.38

SD = 1.08

N = 13.00

1. Time allocated to this agenda item was sufficient.

- 7. Too much
- 6.
- 5.
- 4. Just about right
- 3.
- 2.
- 1. Not enough



### 7.c. CGIAR External Review

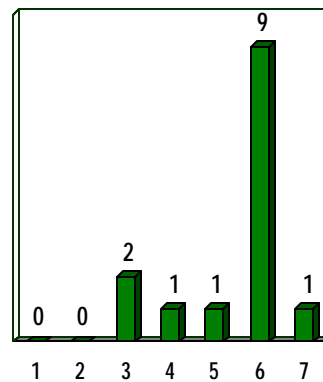
Avg. = 5.43

SD = 1.18

N = 14.00

2. ExCo adequately discussed all substantive issues regarding this agenda item.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





### 7.c. CGIAR External Review

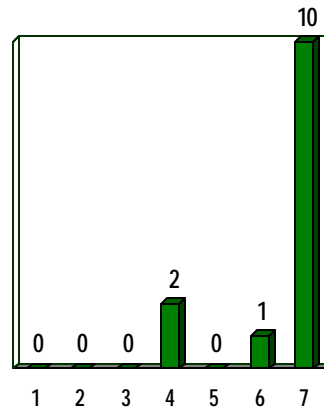
Avg. = 6.46

SD = 1.08

N = 13.00

3. Outcome as summarized accurately reflects discussion.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



### ExCo 12 Feedback

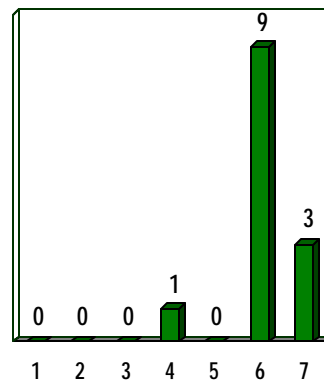
Avg. = 6.08

SD = 0.73

N = 13.00

1. Overall, the ExCo meeting was a productive use of my time.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## ExCo 12 Feedback

Avg. = 5.43

SD = 1.45

N = 14.00

2. Time available for the meeting allowed for an appropriate level of discussion and debate.

7. Agree Strongly

6.

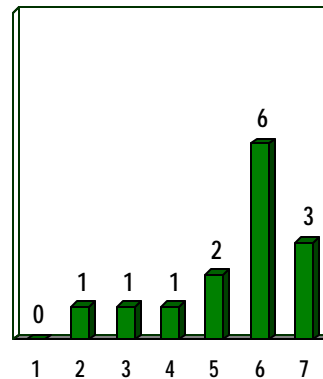
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



## ExCo 12 Feedback

Avg. = 5.31

SD = 0.82

N = 13.00

3. The meeting agenda included the most important issues facing the CGIAR.

7. Agree Strongly

6.

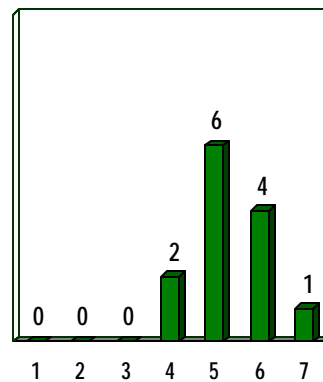
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





## ExCo 12 Feedback

Avg. = 5.50

SD = 1.18

N = 14.00

4. ExCo members are knowledgeable about the CGIAR/ExCo business agenda.

7. Agree Strongly

6.

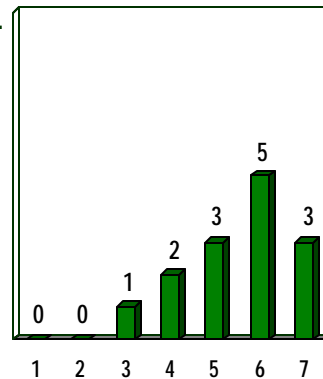
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly



## ExCo 12 Feedback

Avg. = 5.14

SD = 1.06

N = 14.00

5. The documentation provided enabled me to discuss and decide matters adequately.

7. Agree Strongly

6.

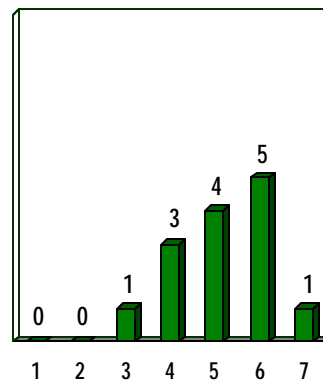
5.

4. Neither Agree nor Disagree

3.

2.

1. Disagree Strongly





## ExCo 12 Feedback

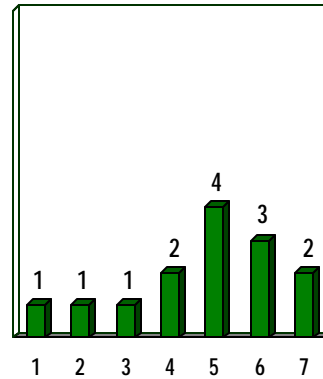
Avg. = 4.71

SD = 1.71

N = 14.00

6. I read all of the relevant documentation.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



## ExCo 12 Feedback

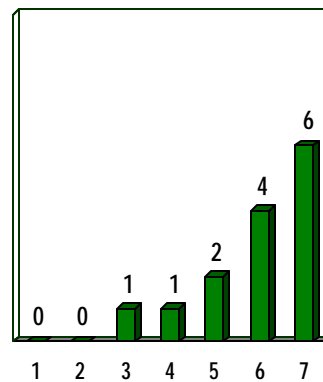
Avg. = 5.93

SD = 1.22

N = 14.00

7. I have actively participated in ExCo 12 discussions.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## ExCo 12 Feedback

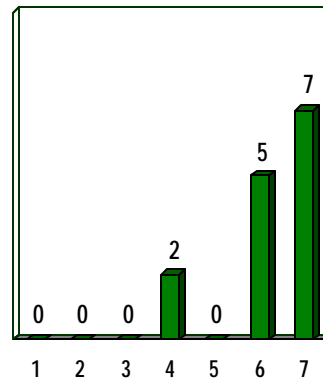
Avg. = 6.21

SD = 1.01

N = 14.00

**8. The Chair encouraged full and open discussion and invited questions, including eliciting divergent views, and accurately summarized outcomes.**

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



## ExCo 12 Feedback

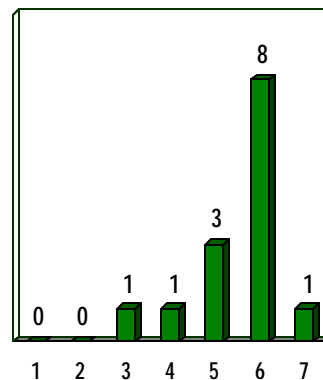
Avg. = 5.50

SD = 0.98

N = 14.00

**9. Overall, the decision making process at the ExCo meeting was effective.**

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly





## ExCo 12 Feedback

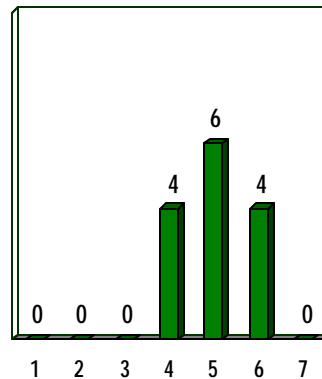
Avg. = 5.00

SD = 0.76

N = 14.00

10. CGIAR/ExCo recommendations and decisions are adequately followed-up by ExCo.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly



## ExCo 12 Feedback

Avg. = 5.36

SD = 1.34

N = 14.00

11. I find the use of the electronic assessment methodology during the meeting useful.

- 7. Agree Strongly
- 6.
- 5.
- 4. Neither Agree nor Disagree
- 3.
- 2.
- 1. Disagree Strongly

